



Transport  
Roads & Maritime  
Services

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# **WATERFALL WAY ACTION PLAN**

Nambucca Heads to Urunga Pacific  
Highway upgrade

SEPTEMBER 2014

# WATERFALL WAY ACTION PLAN

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# WATERFALL WAY ACTION PLAN

## 1. Introduction

### 1.1. Project description

Roads and Maritime Services has engaged Lend Lease to design and build the 22-kilometre dual carriageway upgrade of the Pacific Highway between Nambucca Heads and Urunga. This new section will link up with existing four-lane divided highway north of the Waterfall Way interchange at Raleigh, south of Coffs Harbour.

The project involves moving more than 3.8 million cubic metres of earth and building bridges at 21 different sites.

There are many benefits of the Nambucca to Urunga Project including:

- Improved road safety
- Increased traffic efficiency, including freight
- Improved travel time
- Safe and efficient access to and from the highway for local traffic.

The project work hours are Monday to Friday from 7am to 6pm and Saturday from 8am to 1pm.

Through sparsely populated areas, where residents live more than 300 metres from the project boundary, major work is allowed from 6am to 6pm Monday to Friday and 7am to 4pm Saturdays. No work will take place on Sundays or public holidays.

### 1.2. Summary

Unfortunately there is not enough volume of quality material on site to cater for the project's requirements. About 410,000 tonnes will be sourced directly from within the project footprint and onsite production. This is the preferred way for Lend Lease to source material as it has cost, time and safety benefits. This means about 1.4 million tonnes need to be sourced from local quarries outside the project footprint. The material will be used in gravel pavement and access roads, foundation treatments, various creek stability work and the concrete for culverts, bridges and road pavements.

There are a number of quarries in the surrounding local government areas including Coffs Harbour City Council, along with Nambucca, Kempsey and Bellingen shires that have Development Approval limits on:

- How much material can be extracted from the quarry in a given year
- Some have limits on how much they can transport per day.

There is also a high level of current infrastructure activity in the area, which means many of these quarries do not have sufficient capacity to supply Lend Lease with the required product that meets Roads and Maritime's specifications. As such, Lend Lease is required to procure quarry products from a number of different sources.

Lend Lease is using EMS Quarries as one of its dedicated suppliers as it has the ability to produce consistent concrete products that meet Roads and Maritime specifications. EMS will provide the project with about 20 per cent of the required quarry product.

EMS Quarries is located in Dorrigo, NSW and the trucks associated with the supply of quarry products to the project use Waterfall Way.

### 1.3. Purpose and scope of the action plan

The increase in truck movements on Waterfall Way has caused concern within the local community and the purpose of this plan is to show how the project team will proactively address these concerns.

The action plan aims to:

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- Demonstrate how the project will show respect towards all road users of Waterfall Way and roadside neighbours
- Provide effective methods of communication and education on the needs and concerns of the various user groups to construction workers (including truck drivers) that use Waterfall Way
- Provide a timely and effective consultation, communications and complaints handling process for issues directly relating to truck driver behaviour on Waterfall Way associated with the Nambucca Heads to Urunga project
- Ensure safe haulage of material by influencing driver behaviour and the safety of vehicles
- Proactively communicate achievement of safety and community objectives.

## 2. Maintenance obligations for Waterfall Way

### 2.1. Road maintenance

Waterfall Way is a State Road for which Roads and Maritime Services accepts responsibility for funding road maintenance priorities and outcomes.

Roads and Maritime has a Road Maintenance Council Contract (RMCC) in place with Bellingen Shire Council. Under the RMCC, Council is engaged as a preferred contractor to carry out road maintenance work on the Waterfall Way.

The RMCC objective is to deliver a safe and sustainable State Road network allowing for the safe and efficient movement of people and goods.

With regard to maintenance work required under the RMCC, Council has a network inspection and defect management system in place that provides response to defects in accordance with maintenance intervention standards. These maintenance intervention standards are applied consistently to all State Roads across NSW.

### 2.2. Additional projects on Waterfall Way

Roads and Maritime is carrying out a range of important projects on Waterfall Way in 2014 including planning investigations and work in the following sections:

- Nut farm landslip repair and realignment
- Myers Bluff embankment and guard rail repairs
- Pavement rehabilitation west of Ebor at the Snowies
- Sweedmans Lane improvements
- Repairing landslips after heavy rain fall at Newell Falls
- Pavement rehabilitation at Cooney, 23km east of Armidale.

The [Waterfall Way webpage](#) on the Roads and Maritime's website provides regular update on projects planned or underway and recently completed.

## 3. Stakeholders

The purpose of this section is to succinctly outline the background to the community concerns about the increase of truck movements on Waterfall Way and identify key stakeholders.

### 3.1. Background to community concerns

In late 2013 representatives from the community wrote directly to Lend Lease and Roads and Maritime regarding concerns about increased truck movements on Waterfall Way. The community also raised their concerns in the local media.

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This Action Plan is a direct response by the Nambucca Heads to Urunga Project team to demonstrate to the community how it proactively manages project truck movements on Waterfall Way, including behaviour of drivers.

A separate Road Safety Review of Waterfall Way is being carried out by Roads and Maritime and the NSW Centre for Road Safety following community feedback about increased truck movements. While separate to the safety review, this action plan will help inform its development and recommendations. For more information on the safety review, visit Roads and Maritime’s Waterfall Way web page.

## Key stakeholders

Table 1 builds on the known key stakeholders for Waterfall Way, and those with a registered interest in truck movements along the route.

Table 1 - Key stakeholders

<b>Key stakeholders – Increased truck movements on Waterfall Way between Dorrigo and Urunga</b>
<ul style="list-style-type: none"> <li>• Business organisations</li> <li>• Coffs Coast Visitor Information Centre</li> <li>• Coffs Coast Marketing (Council Tourism Branch)</li> <li>• Dorrigo Bellingen Urunga Bicycle Users Group (DBUBUG)</li> <li>• The Mid North Coast Greens</li> <li>• Businesses on Waterfall Way, Bellingen</li> </ul>
<ul style="list-style-type: none"> <li>• Community organisations and interest groups</li> <li>• Friends of Waterfall Way</li> <li>• People with an interest for Road Safety for the Waterfall Way</li> <li>• Bellingen Environment Centre</li> <li>• Service providers – government and non-government</li> <li>• Bellingen High School (1125 Waterfall Way)</li> <li>• Dorrigo District High school (Waterfall Way, Dorrigo)</li> <li>• St Mary’s Primary School (Waterfall Way , Dorrigo)</li> </ul>
<ul style="list-style-type: none"> <li>• Directly affected stakeholders</li> <li>• Directly affected property owners (business, residential and community) including residents, business owners</li> <li>• Bellingen township</li> </ul>
<ul style="list-style-type: none"> <li>• Emergency services</li> <li>• State Emergency Service, Fire, Police (Local Area Command) and Ambulance NSW, NSW Rural Fire Service, Volunteer Rescue Association</li> </ul>
<ul style="list-style-type: none"> <li>• Government agencies/entities</li> <li>• Roads and Maritime Services, Grafton</li> <li>• Bellingen Shire Council</li> <li>• Minister for Roads</li> <li>• State Member</li> <li>• Federal Member for Cowper</li> </ul>
<ul style="list-style-type: none"> <li>• Media</li> <li>• Regional and local newspapers, radio and television including:</li> <li>• Bellingen Courier Sun</li> <li>• Coffs Harbour Advocate</li> </ul>

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## Key stakeholders – Increased truck movements on Waterfall Way between Dorrigo and Urunga

- Mid Coast Observer
  - Nambucca Guardian News
  - Koori Mail
  - Local AM and FM radio including ABC and 2NVR
  - Local television including Prime, NBN, Southern Cross Ten, ABC and SBS
  - Travel, trade and motorist publications
- 
- Road users including
  - Public transport, including BusWays, taxi companies and transit drivers using Waterfall Way
  - Peak freight and transport bodies
  - Transport and heavy vehicle operators
  - Cyclists, local residents, local commercial traffic
  - Tourists, motorcyclists and pedestrians
  - Emergency services

### 3.2. Key issues

Feedback received from internal and external stakeholders to date has indicated the main issues relating to increased truck movements on Waterfall Way include:

- Hours of truck movements on Waterfall Way
- Noise from trucks movements through the Bellingen township
- Safety on Waterfall Way
- Maintenance of Waterfall Way
- Behaviour of truck drivers using Waterfall Way
- Vehicle safety and maintenance
- Speed limits, road markings and signs
- Truck passing bays.

This Action Plan has been developed to demonstrate how the project will proactively assist Roads and Maritime to manage the increase in truck movements and the behaviour of project related drivers on the Waterfall Way. This action plan is outlined in section 5 of this report.

### 3.3. Benefits of using local quarry supplies

Lend Lease understands there are construction impacts on the community associated with building the project. Lend Lease is committed to understanding issues raised by the community, including concerns with the procurement of material and supplies, and seeking to resolve or appropriately mitigate these issues where possible.

Sourcing material from local suppliers also has socio-economic benefits for the community, including job creation and money spent in local communities.

## 4. Resource management

### 4.1. Required resources

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As the contractor for the Nambucca Heads to Urunga Pacific Highway upgrade, Lend Lease is required to source required materials to carry out the building work. Lend Lease needs more than 1.4 million tonnes of quarry materials to build the project.

About 410,000 tonnes will be sourced directly from the within the project footprint and onsite production. This is the preferred way to source material as it has cost, time and safety benefits. Unfortunately there isn't enough quality material on site to cater for all of the project's needs. This means about 1.4 million tonnes needs to be sourced from local quarries.

## 4.2. Procurement

There are a number of factors considered during the procurement selection process for quarry materials. These factors include:

- **Type.** In construction, different rock or aggregates is required for different work activities. For example, rock that is used in concrete culverts is different from that used in road pavement. Not all quarries stock all of the rock required, which means material needs to be sourced from several different quarries.
- **Quality.** In order to build a high-quality, durable highway which meets current and future traffic needs, there are certain specifications that must be met. These specifications dictate the quality of material Lend Lease is required to use and are a key consideration in quarry selection.
- **Quantity.** There are several quarries in the surrounding local government areas that have Development Approval limits on how much material can be extracted in a given year. Some also have limits on how much can be transported per day. A key part of the quarry procurement process is ensuring the quarry has capacity to deliver the required quantity.
- **Location.** It needs to be economically viable and efficient for Lend Lease to source quarry materials. Ideally, Lend Lease will use quarry materials as close to the project as possible.
- **Safety.** Lend Lease enforces strict safety requirements in the procurement of subcontractors and services. The requirements include work health, safety and rehabilitation systems that incorporate risk management processes.

## 4.3. Quarry sources

Lend Lease is using several local quarries to source required material. These quarries are located in local government areas close to the project including Coffs Harbour City Council and Nambucca, Kempsey and Bellingen shires.

There is also a high level of current infrastructure activity in the area, which means many of these quarries do not have sufficient capacity to supply Lend Lease with the required product. As such, Lend Lease is required to procure quarry products from a number of different sources.

EMS Quarries is located in Dorrigo and will supply around 20 percent of the total quarry material required on the project. The following figures show:

- Location of various quarries being used by the project (figure 1)
- Breakdown of quarry product supply sources over the life of the project (figure 2)
- Indicative requirement for quarry materials on a monthly basis (figure 3).

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Figure 1 - Location of quarries being used by Lend Lease





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Figure 2 - Procurement breakdown for quarry materials

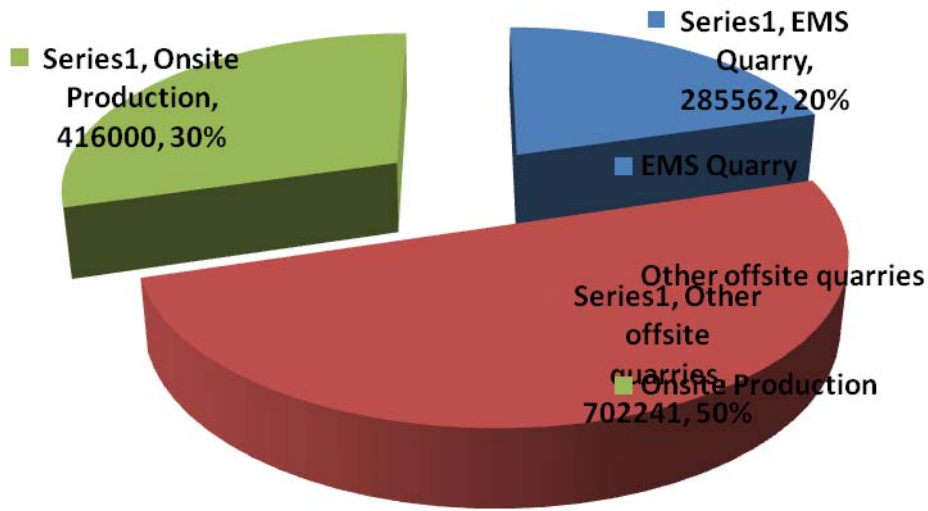
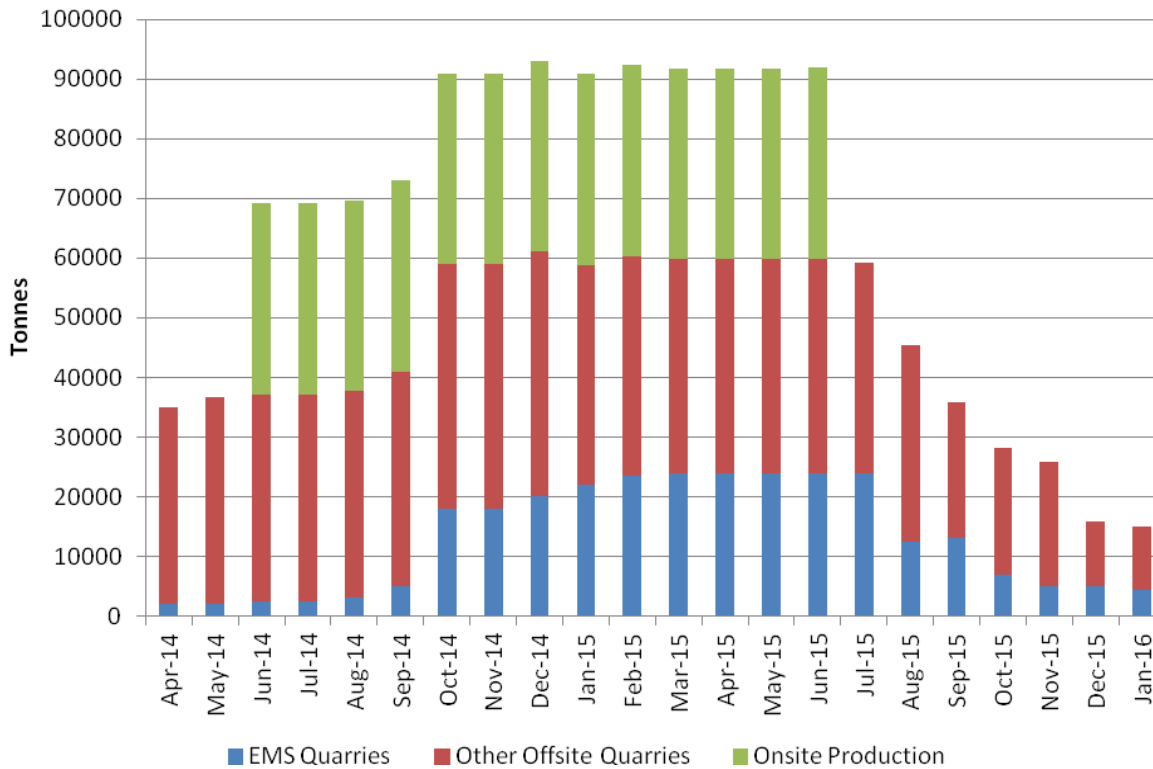


Figure 3 – Indicative supply of quarry material required monthly



## 4.4. Truck movements on Waterfall Way

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Figure 3 shows the peak of supply from quarries to the project between April 2014 and December 2015. The peak supply of material from EMS Quarry directly correlates to an increase in project truck movements on Waterfall Way. The site access hours are from 7am until 6pm Monday to Friday and 8am to 1pm on Saturdays. EMS Quarry operating hours are from 7am to 5pm Monday to Friday.

The peak movements are currently programmed between October 2014 and July 2015. This program is indicative only and subject to changes arising from weather and technical issues.

## 5. Action plan

### 5.1. Communication tools

This Action Plan outlines how Lend Lease will assist Roads and Maritime manage the increase in truck movements and the behaviour of project related truck drivers on Waterfall Way as a result of construction of the Nambucca Heads to Urunga Pacific Highway upgrade.

Some of the key tools used by the team will be:

**Fleet Maintenance.** Lend Lease also has a stringent Plant Management Process and as part of this process. As part of this Lend Lease require monthly inspections of road registered heavy vehicles and all truck and trailers must undergo an RTA approved 'pink slip' inspection prior to commencing on site and at six monthly intervals thereafter.

Table 2 explains the communication tools that will be used by Lend Lease and table 3 shows how these tools will be used to proactively manage the increase in truck movements on Waterfall Way.

**Instruction to Truck Drivers.** The instruction to truck drivers is similar to a code of conduct that clearly defines the project's expectations for trucks using Waterfall Way. This will be delivered and recorded as a toolbox to all truck drivers on the project. This includes issuing the project's Shared Road User Policy, to complement existing induction activities already in place with the hauling companies.

**Letter to Truck Drivers.** A letter to truck drivers will be written to enforce the project's expectation of driver behaviour on Waterfall Way while encouraging them to be proactive and alert the project team to any road or fleet maintenance issues. The letter will be sent to the truck drivers and also published on the Roads and Maritime website.

**Monitoring.** Lend Lease will carry out monthly monitoring on Waterfall Way to observe truck driver behaviour, hours of operation, driving through the Bellingen area and any maintenance issues with Waterfall Way. Results of this monitoring will be fed back to the hauling companies and quarries.

**Shared Road User Policy.** This is a Lend Lease policy that acknowledges the need to share the local road network with all users and, where possible, minimise impact on those users and most importantly to demonstrate respect towards all road users. The policy aims to be inclusive of all road users, including equestrian, cyclists, local residents, local commercial traffic, tourist, motorcyclists, walkers and emergency services.

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Table 2 – Communication tools

Tool	Description	Audience	Frequency /Timing	Tool specifications	Status
24-Hour Toll Free Information Line	24-hour toll free information line has been set up and will be the main point of contact between the community and the project team. The toll-free number is 1800 800 612 and you press '2' to speak to a representative from the project team	All community members and stakeholders identified in this plan	Ongoing and to be maintained for the period from eight weeks after the date of the deed until eight weeks after the Date of Construction Completion	The phone number will be included on all project communication material  All calls received will be recorded in the Community Contacts Database  Details of the call will be included against caller names (if provided), including contact details and a description of the nature of the call  Staff responsible for answering calls on the line will be briefed on 'etiquette' for speaking with stakeholders	Completed
Complaints Management System	To record complaints and responses received in relation to the project	Wider Community  Project Team (Lend Lease and Roads and Maritime Services)	As required	Details about the Complaints Management System can be found in Section 5.3 <i>Enquiry and Complaints Management</i>	Completed
Council Meetings	Quarterly meetings with Council to keep up to date on their internal working party for Waterfall Way and to share information	Council	Quarterly	Meeting notes to be kept on the Lend Lease Community Contacts Database	Ongoing
EMS Quarries Heavy Vehicle Drivers Manual	Review of EMS Quarries heavy vehicle drivers manual. Suggestions have been made to edit document by Lend Lease and Roads and Maritime	Lend Lease and Roads and Maritime. EMS truck drivers.	Prior to peak movements.	Internal document only	Completed Final version sent to Lend Lease on 2 April 2014
Fleet Maintenance	Monthly inspections of road registered heavy vehicles and record of service in accordance with the manufacturer's recommendations.  All truck and trailers must undergo an RTA approved 'pink slip' inspection prior to commencing on site and at six monthly intervals thereafter	Lend Lease, Subcontractors	Ongoing	Records of services and inspections tracked and filed	Ongoing
Monitoring of Waterfall way	Lend Lease will carry out monthly monitoring on Waterfall Way to observe truck driver behaviour, hours of operation, driving through the Bellingen area and any maintenance issues with	Lend Lease and Roads and Maritime internal.	Monthly	Monthly monitoring results to be included in monthly reporting of action plan	To be completed

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Tool	Description	Audience	Frequency /Timing	Tool specifications	Status
	Waterfall Way. Results of this monitoring will be fed back to the hauling companies and quarries				
Instruction for all site personnel, suppliers and contractors on the NH2U project	One page instruction document outlining expectations for all construction personnel.  Based on key items in EMS Heavy vehicle drivers manual	Construction personnel	As above.	Addresses all employees  Instructs personnel on project expectations.  Internal document only	Drafted
Letter to truck drivers	A letter to truck drivers to be published on the Roads and Maritime website advising truck drivers of what the project has done to encourage the shared road user policy. This letter will also encourage truck drivers to alert Lend Lease to any maintenance issues of concern	Truck drivers	Ongoing for duration of the project	Letter will be made available on Roads and Maritime website	Drafting
NH2U Shared Roads Policy	A Lend Lease internally developed roads policy that will be posted around site, provided to subcontractors and available on the website	As above  Truck drivers	Developed at start of peak of quarry campaign	A Shared Road User Policy can be made available on Roads and Maritime website.  Outlines Lend Lease commitment to being a responsible organisation  Acknowledges the need to share the road networks with all user groups  Sets out expectations for all project employees and subcontractors	Drafted
Project gate signage	Lend Lease will install signs at the exit of the main concrete batching area. These signs will remind drivers to obey speed limits.  There will also be a transferable sign that will be located at strategic gates on the project where high truck movement campaigns are being carried out	Truck drivers	At start of peak production	Signs to be approved by Lend Lease Project Director	To be drafted
Radar Variable Message Sign	Radar variable message sign/s will be used as required as a static communication tool to truck drivers to watch speed limits on Waterfall Way	Road users	As required	Variable Message Sign wording to be agreed to by Roads and Maritime representative	To be completed
Website	Project website will be used to provide regular updates on actions outlined in this document	All community	Minimum monthly review	Website content to be agreed and approved by Roads and Maritime representative	Ongoing

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## 5.2. Action Plan

Table 3 shows actions to be implemented by Lend Lease and how they directly correlate to both the timing for the increase in truck movements on Waterfall Way and the key issues.

Table 3 - Key stages for action plan roll out

Stage	Timing	Planned Communications Activities / Opportunities	Responsibility	Due date	Deliverable	Key Issue
Procurement	January 2014 – October 2014	Lend Lease to procure quarry suppliers for project	Lend Lease	Completed.	Signed contracts	Safety Hours of movements
		Fleet maintenance and inspections	Subcontractor/Lend Lease	Ongoing	Records of services and inspections	Safety Maintenance
Proactive initiatives	January 2014 – October 2014	Fleet maintenance and inspections	Subcontractor/Lend Lease	Ongoing	Records of services and inspections	Safety Maintenance
		Roads and Maritime and Lend Lease review of EMS Quarries Heavy Vehicle Drivers Manual	Lend Lease	Completed 2 April 2014	Final version of Heavy Vehicle Drivers Manual. Sent to Roads and Maritime	Behaviour
		Shared Roads Policy	Lend Lease	Completed 30-May-14	Shared Road Policy Document	Behaviour
		Site Instruction	Lend Lease	Completed 30-May-14	Lend Lease record of site instruction being delivered	Behaviour
		Complaints Management System	Lend Lease	Completed October 2013.	Approved Complaints Management System as part of project Community Involvement Plan	Communication to project team
		Implementation of Action Plan	Lend Lease	Ongoing	Roads and Maritime approved Action Plan	Behaviour Noise Hours of movement Safety Maintenance
		Letter to truck drivers	Lend Lease	30-Aug-14	Roads and Maritime Approved Letter distributed to truck drivers' and placed on project website	Behaviour Hours of movements Noise Safety
Peak Movements	October 2014 - July 2015	Project Control Group	Lend Lease/ Roads and Maritime / Hyder	Monthly from start of peak haulage	Minuted review of actions and issues	Project compliance to carry and close out actions
		Project signage	Lend Lease	1-Oct-14	Signage installed on site at key locations to be	Behaviour

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Stage	Timing	Planned Communications Activities / Opportunities	Responsibility	Due date	Deliverable	Key Issue
					determined	
		Radar Variable Message Signs	Lend Lease	Start of peak haulage	VMS in place	Safety Behaviour
		24 Hour toll free information line	Lend Lease	Completed October 2013.	1800 number advertised in project documentation.	Communication to project team
		Monitoring of noise through the township of Bellinghen from Trucks associated with the project	Lend Lease Environment Team	Monthly from start of peak haulage	Lend Lease environmental officer to conduct a field report during haulage operation of noise levels through Bellinghen and record. Monitor issues such as use of exhaust brakes	Noise
		Review of contractors obligations and commitments under their contract for OH&S	Lend Lease Safety Team	Monthly from start of peak haulage	Audit of subcontractor within first four weeks. Weekly and monthly subcontractor meetings	Safety
		Fleet maintenance and inspections	Subcontractor/Lend Lease	Ongoing	Records of services and inspections	Safety Maintenance
		Monthly monitoring and surveillance activities including the speed activated VMS, hours of truck movements and random route drive throughs to monitor driver behaviour	Lend Lease	Monthly from start of peak haulage	On a monthly basis, carry out monitoring and surveillance activities. Implement corrective action if required.	Behaviour Hours of truck movements
Project wind down/ completion	July 2015 – July 2016	24 Hour toll free information line	Lend Lease	Completed October 2013.	1800 number advertised in project documentation	Communication to project team
		Shared Road Policy	Lend Lease	Completed 30 May 2014.	Shared Road Policy Document	Behaviour

Please note the above action table represents actions by the Nambucca Heads to Urunga project team only. It does not include the initiatives being carried out by Roads and Maritime's Northern Region office.

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## 5.3. Complaints management system

The project team has developed a complaints management system that has been developed to be consistent with the current Australian Standards for complaints handling (AS-ISO-10002-2006), the minimum response times required by the Roads and Maritime Services and the Ministers Conditions of Approval. This includes:

- Receiving complaints and enquiries
- Responding to complaints and enquiries
- Escalation
- Recording complaints
- Reporting.

Lend Lease will use its complaints management system to manage any complaints associated with the increase in truck drivers on Waterfall Way and the behaviour of truck drivers associated with the Nambucca Heads to Urunga project.

Complaints handling is the responsibility of all team members who come into contact with the community and stakeholders. The Community Relations Manager is the designated complaints handling management representative for the project.

The project team has set up the following tools for receiving complaints from the community:

**Community information line – 1800 800 612:** The number allows stakeholders to have access to the project team 24-hours. All communication materials will include the Nambucca Heads to Urunga community information line.

**Community email address - [nh2u@lendlease.com](mailto:nh2u@lendlease.com):** The email address allows stakeholders to have access to the project team. All communication materials will include the central Nambucca Heads to Urunga community email address.

**Community Post Box - PO Box 506 Nambucca Heads NSW 2448:** This postal address allows stakeholders to have access to the project team. The project website includes the central Nambucca Heads to Urunga postal address.

**Nambucca Heads to Urunga Project website - [www.rms.nsw.gov.au/pacific](http://www.rms.nsw.gov.au/pacific):** Information about the project must be uploaded to the project website (This website will be referenced in all communication materials as a source of information and will be updated throughout the life of the project.

Regardless of how a complaint is received, it must be referred to the most appropriate person as soon as they are received. The following table outlines the referral process.

***All community complaints should identify a registration number or truck marker, if possible.***

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Table 4 : Complaint referral system

Complaint	Explanation	Referral
Complaint about truck driver behaviour (speed, hours of operation etc.)	Complaint relates to a truck driver on Waterfall Way that is working for the Nambucca Heads to Urunga Project	Lend Lease Community Relations Team
Complaint about truck driver behaviour (speed, hours of operation etc.)	Complaint relates to a truck driver on Waterfall Way that is <b>not</b> working for the Nambucca Heads to Urunga Project	Roads and Maritime Communications Representative and relevant truck company (if known)
Noise from truck through township of Bellingen	Complaint relates to a truck driver on Waterfall Way that is working for the Nambucca Heads to Urunga Project	Lend Lease Community Relations Team
Noise from truck through township of Bellingen	Complaint relates to a truck driver on Waterfall Way that is <b>not</b> working for the Nambucca Heads to Urunga Project	Roads and Maritime Communications Representative and relevant truck company (if known)
Government or ministerial enquiry	Complaint has come via a member of a local, state or federal government body, government department or ministerial department	Roads and Maritime Communications Representative
Unrelated to Nambucca Heads to Urunga upgrade	Complaint is unrelated to the project	Roads and Maritime Communications Representative
Maintenance of Waterfall Way	Complaint is about specific maintenance issues associated with Waterfall Way	Roads and Maritime Communications Representative

## 6. Working in partnership with Roads and Maritime

### 6.1. Reporting framework

Lend Lease is committed to forming a collaborative and cooperative relationship with Roads and Maritime. This Action Plan will be reviewed and updated as required every six months.